

*speech - Mr. [unclear]
at Sheraton*

DCI SPEECH TO
THE FLEMMING AWARDS CEREMONY

THE SHERATON WASHINGTON HOTEL

22 APRIL 1983

1:00 PM

GOOD AFTERNOON. I AM VERY PLEASED TO BE HERE TODAY. THERE IS NO MORE PLEASANT DUTY THAN TO CONGRATULATE OUTSTANDING YOUNG MEN AND WOMEN ON THEIR ACHIEVEMENTS. I AM ESPECIALLY GRATIFIED THAT ONE OF CIA'S EMPLOYEES, MS. SANDRA KRUZMAN, IS AMONG THE AWARD RECIPIENTS. SHE AND ALL OF YOU DESERVE A HEARTY CONGRATULATIONS FOR A JOB WELL DONE.

YOU ARE A DISTINGUISHED GROUP, REPRESENTING SEVERAL DIFFERENT FEDERAL AGENCIES, SPECIALITIES, AND ACADEMIC BACKGROUNDS. YET DESPITE THESE SURFACE DIFFERENCES, YOU ALL SHARE AN IMPORTANT CHARACTERISTIC -- A COMMITMENT TO EXCELLENCE. THIS BASIC ORIENTATION HAS NEVER BEEN MORE IMPORTANT TO THE FUTURE OF THIS COUNTRY AS WE FACE TOGETHER THE MULTIPLE SOCIAL, ECONOMIC, TECHNOLOGICAL, AND POLITICAL CHALLENGES OF AN INCREASINGLY COMPLEX WORLD.

THE GREATEST CURSE IN OLD CHINA WAS TO LIVE IN INTERESTING TIMES -- MEANING TIMES OF RAPID, SWEEPING CHANGE.

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TODAY WE ARE INDEED...

TODAY WE ARE INDEED LIVING IN INTERESTING TIMES THAT TAX OUR COMBINED TALENTS. TO NAVIGATE SAFELY THROUGH THE PRESENT CHALLENGES, WE MUST ALL BE COMMITTED TO DOING OUR BEST. SO I WOULD LIKE TODAY TO FOCUS THE ON THE INGREDIENTS OF EXCELLENCE WHICH YOU ALL PERSONIFY AND SOME THOUGHTS ON FEDERAL SERVICE IN GENERAL.

COMMITMENT TO EXCELLENCE MEANS THE WILLINGNESS TO TAKE RISKS, NOT NECESSARILY PHYSICAL RISK, ALTHOUGH THAT CAN ALSO BE REQUIRED, BUT THE RISK OF PUTTING ONE'S PROFESSIONAL REPUTATION, MAYBE EVEN PERSONAL REPUTATION ON THE LINE. TO PURSUE EXCELLENCE, YOU MUST RISK NEW SOLUTIONS, MORE EFFECTIVE METHODS TO OLD PROBLEMS. WITHOUT THE ABILITY OR WILLINGNESS TO TAKE RISKS THERE CAN BE NO CREATIVITY -- A BADLY NEEDED QUALITY IN OUR ORGANIZATIONS TODAY, PUBLIC OR PRIVATE. THE PURSUIT OF EXCELLENCE ALSO MEANS CULTIVATING A BASIC OPTIMISTIC OUTLOOK ON LIFE. YOU HAVE TO BELIEVE THINGS CAN BE BETTER, THAT ONE PERSON'S PERFORMANCE CAN MAKE A DIFFERENCE, BEFORE YOU CAN BEGIN TO IMPROVE YOUR OFFICE, AGENCY, THE WORLD AROUND YOU.

WITHOUT OPTIMISM, TEMPORARY DETOURS APPEAR TO BE ROAD BLOCKS; SMALL FENCES BECOME HIGH WALLS. WITH OPTIMISM, FAILURES NEVER LEAD TO QUITTING. A SHORT-SIGHTED MAN ONCE ASKED THOMAS EDISON HOW IT FELT TO BE A FAILURE AFTER TRYING 25 THOUSAND TIMES TO INVENT THE STORAGE BATTERY. TOM REPLIED, "FAILURE? I'M NOT A FAILURE. I NOW KNOW 25 THOUSAND WAYS NOT TO MAKE A STORAGE BATTERY!"

FINALLY, ALL OF YOU ARE ALREADY MANAGERS OR MAY BE PRESENTLY UNDER CONSIDERATION AS A MANAGER. THE EXCELLENT MANAGER, THE EXEMPLARY LEADER, MUST HAVE A QUALITY I DEFINE AS CONGRUENCE OF CHARACTER. WHAT DOES THIS MEAN? IT MEANS THAT AN INDIVIDUAL'S ACTIONS MATCH HIS OR HER BELIEFS. THOSE YOU ARE TRYING TO LEAD, TO MOTIVATE, WILL QUICKLY PERCEIVE ANY DIVERGENCE BETWEEN WHAT YOU FUNDAMENTALLY BELIEVE, SAY, AND DO.

KEEPING AN OPTIMISTIC OUTLOOK AND CULTIVATING THE OTHER QUALITIES I HAVE MENTIONED TODAY CAN BE DIFFICULT. I KNOW THERE ARE MANY FEDERAL WORKERS WHO FEEL UNDER ATTACK AND UNAPPRECIATED. NOBODY JOINS THE FEDERAL GOVERNMENT TO MAKE THEIR FORTUNE. MOST NEW APPLICANTS DESIRE TO SERVE -- TO WORK FOR SOMETHING LARGER, MORE IMPORTANT THAN ONE COMPANY'S NARROW CONCERNS. I KNOW IT IS TRUE OF MANY OF CIAS NEW EMPLOYEES. THEY WANT TO CONTRIBUTE TO THIS COUNTRY'S SECURITY; AND I AM SURE THAT THE DESIRE TO SERVE IS FOUND IN YOU AND AMONG OTHERS IN THE AGENCIES YOU REPRESENT. IN MY OWN EXPERIENCE IN GOVERNMENT, I HAVE BEEN FORTUNATE TO KNOW MANY DEDICATED, HONORABLE FELLOW CIVIL SERVANTS. I AM REMINDED OF NAPOLEON'S ADVICE TO HIS HOUSEKEEPER AT ST. HELENA WHEN SHE ASKED A GROUP OF PEOPLE WITH HEAVY LOADS ON THEIR BACKS TO CLEAR THE WAY FOR THE EMPEROR. HE SAID TO HER: "MADAM, RESPECT THE BURDEN." I RESPECT THE LOAD ALL FEDERAL WORKERS CARRY AND I THINK THE MAJORITY OF AMERICANS DO ALSO. NEVER LET ANYONE TELL YOU YOU'RE SECOND BEST!

SO CONGRATULATIONS! NOW THAT YOU HAVE WON THIS AWARD AND AFTER THE APPLAUSE DIES DOWN -- WHAT NEXT? THE HARDEST PART WILL BE MAINTAINING YOUR COMMITMENT TO EXCELLENCE FOR THE NEXT 10 TO 20 YEARS. I THINK YOU ARE EQUAL TO THE TASK. THERE WILL UNDOUBTABLY BE TIMES OF GREAT FRUSTRATION. TAKE A VACATION, A LONG WALK, GO INTO A PRIVATE ROOM AND YELL -- BUT DON'T GIVE UP! THAT IS THE GREATEST CHALLENGE. GOOD LUCK TO YOU ALL AND I THANK YOU AND THE DOWNTOWN JAYCEES, WHO MAKE THESE AWARDS POSSIBLE, FOR INVITING ME TO SHARE YOUR TRIUMPH.